

INTERIM Role Director of Technology & Digital Transformation, Haberdashers' Schools, Elstree

Responsible for leading Technology transformation and change delivery across key professional services functions and Boys and Girls Schools managing the customer & digital experience, acting as 'CIO' for transformation services

Kuldip played an IT Team Leadership role accountable for the School's IT Systems and infrastructure through the life-cycle phases of plan, analyse, select, design, develop, implement, support, maintain, evolve and retire developing and delivering the following:

- Stabilisation plan for the IT Function including Service Desk Improvement Plan using ITSM best practices, Infrastructure Support requirements development and supplier tender evaluation for WAN / LAN / wi-fi and server support services for 24x7x365 days service provision and Data Analytics / BI Strategy
- Reduced the service ticket backlog from 1200 tickets to under 200 through the introduction of a burst capacity across the IT Function
- Developed Technology Strategy for a multi-year transformation strategy to improve customer experience for Teaching & Learning covering:
 - IT and Voice of the User surveys to establish a forward-looking 2–3-year Digital Transformation Strategy
 - Set the mission, vision and purpose of the Technology Operations organisation by fostering a business-oriented culture and mindset driven by continual service improvement techniques
 - Technology transformation roadmap develop covering 2-year horizon
- IT TOM design and structure to reach target state of maturity level 3 (service-based IT capability model)
- Digital Improvements to Teaching & Learning through pilots with Y10s through AI (ChatGPT & CoPilot), MO365 collaboration services, OneNote, Wi-Di/ScreenBeam Casting and Classroom Monitoring through Senso.
- Conducted Cyber Risk Assessment to develop Cyber security strategy and approach including a SOC.
- Reforecasted IT budget, including cost savings, and developed IT Cost / Benefit Model for investment. Budget Submission and Approval (20% increase in IT Capex/Opex spend) for a 2-year change programme
- Developed and implemented a new IT Target Operating Model aligned to business strategy covering EA, Service Delivery, DevOps and service transition ways of working using the FreshService platform with the Business
- Infrastructure / Security improvement programme stood up, including a prioritised roadmap and the implementation of security improvement opportunities covering MFA, IT DR and incident response
- DA / BI strategy development focussed on business KPIs and BI dashboards whilst improving data quality and approved by senior business stakeholders

- Positioning of the SFIA8 and RoleModel+ frameworks for IT skills benchmarking and creation of staff PDPs.
- Keys delivery projects: One Domain Project for a single O365 Tenancy and Data Migration, Infrastructure Support outsourcing, Student 1:1 device leasing, IT Service Management, Server Upgrades, LiveReg Upgrade and management of all IT BAU activities including P1 incident management.
- Leadership of 24+ FTEs & oversaw an £4m budget, directing resources and spending appropriately

Key skills and capabilities utilised during the engagement:

• Executive Leadership & Strategy Development	• Management Consulting & Programme Leadership
• IT Transformation & Performance Improvement	• Digital Transformation & Technology Innovation
• IT, Technology Roadmap & Business Alignment	• Business Cases, Offerings & Propositions Creation
• Organisational Design & Process Optimisation	• Change Management & Continuous Improvement
• IT Service Management & Infrastructure Refresh	• Best Practice Methodologies, Agile, ITIL, Cyber, DevSecOps
• Systems Implementation, Integration & Upgrade	• Business Benefits Realisation & Operational Efficiency
• Budget Management (£10M+), CAPEX, OPEX	• Cross-Functional Team Leadership & Development
• Outsourcing, On/Offshoring Resource Management	• Senior Stakeholder Management & Engagement

Reference Details:

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